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ABSTRACT

This booklet provides guides for the organization planning subcommittee for a new Lutheran high school. Included is a sample of an association constitution including articles of incorporation and bylaws. Other examples are given of the Lutheran high school philosophy and Lutheran high school goals. A sample job description for the first administrator is intended to provide a beginning point for the subcommittee in drafting a final document. The last section contains examples of policy for the steering committee to consider. (Author/MLF)

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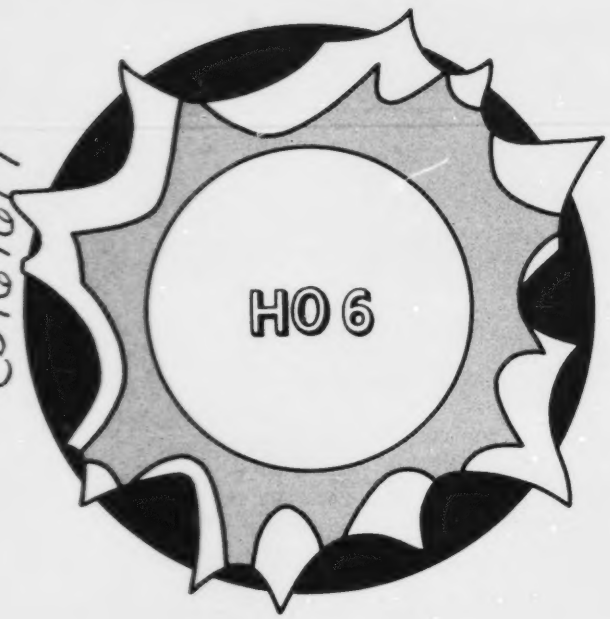

PLANNING FOR LUTHERAN HIGH SCHOOLS

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
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Resources for Organization Planning

Part One — Association Constitution and Bylaws

Part Two — Job Description for High School Administration

Part Three — Guidelines for Setting Initial Policy

EA 011 476

Lutheran schools in America are flourishing. This is particularly true of Lutheran secondary schools.

Many Lutheran communities are currently conducting feasibility studies to the end that they too might have a Lutheran high school for their young people. The need for materials to help Lutheran communities conduct feasibility studies and make responsible educational decisions has become quite urgent.

Through the coordinating efforts and generous financial help of the Aid Association of Lutherans, representatives of the education offices and high school associations of the Wisconsin Evangelical Lutheran Synod and The Lutheran Church-Missouri Synod have combined their efforts in the development of the *Planning for Lutheran High Schools* materials.

The *Planning for Lutheran High Schools* resources have been designed to aid Lutheran communities assess the feasibility of a high school for their young people and make plans and responsible decisions for the establishment of a school. Resource materials are also designed to assist existing schools in their ongoing operation. Consultants, experienced in the administration of Lutheran secondary education, are available to help communities use these materials. Arrangements for consultants should be made through the respective synodical education office.

The work of the following educators is herewith gratefully acknowledged: Project Director: Martin Wessler; Consultants: Neal Meitler, Al Senske; Contributors: Edward Bertram, Guenther Herzog, Ray Halm, Carl Kahlfeldt, Robert Krause, Victor Peper, David Rohde, Marlin Schulz, Robert Storm, Robert Voss, Richard Wallace.

These materials are dedicated to the glory of God for the extension of Lutheran secondary education.

RESOURCES FOR ORGANIZATION PLANNING

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RESOURCES FOR ORGANIZATION PLANNING

PART ONE — ASSOCIATION CONSTITUTION AND BYLAWS

GENERAL PURPOSES

Your Constitution will form the foundation upon which policies will be built in the months and years which lie ahead. In addition, the first section of the Constitution, the Articles of Incorporation, will allow your Association to carry on legal transactions. It is important that your Constitution be written carefully. The paragraphs which follow will describe how to complete this task.

THE ARTICLES OF INCORPORATION

You will want to draft and file your Articles of Incorporation soon after you have begun the Survey Phase. Once filed with the appropriate state offices, the Articles of Incorporation will permit you to solicit and receive money, to engage personnel, and to conduct other official business in the name of your Association. The Articles of Incorporation declare officially your commitment to investigating the possibility of a Lutheran high school in your community. Follow these steps in writing your Articles of Incorporation:

Step one: The title of this document will be

Articles of Incorporation
Lutheran High School Association of
The Greater (name of city) Area, Incorporated

Step two: The first paragraph must specify the legal nature of your document as it relates to your state's statutes. (See attached example).

Step three: Article I must specify the legal name of your Association.

Step four: Article II should indicate that your organization intends to continue in existence indefinitely.

Step five: Article III is important, for now you must state the purposes of your organization. It should be noted in the example that the statements are brief. A fuller statement of purposes for your school may be attached to the bylaws.

Step six: Article IV of your document must specify one person in your organization as the registered agent. Anyone over twenty-one years of age may be named, but generally the chairman of your Steering Committee will be listed.

Step seven: Article V speaks about membership in your Association. Note in the example that this article should refer to the bylaws. Reserving a statement on who can and who cannot be a member of your High School Association for your bylaws is best, for the bylaws can be changed later with less difficulty than the Articles of Incorporation.

Step eight: For legal purposes only, the chairman, vice-chairman, secretary and treasurer of your Steering Committee need to be listed in Article VI as the first Board of Directors. The first Board of Directors will not be elected until you are ready to begin the Implementation Phase of your project. The listing of these four people is a formality only. It should be noted that the four people listed in Article VI have no special legal power, and replacements for your committee may be elected without having to change the listing in Article VI. In writing this article, you will want to discuss with your Secondary School Consultant the number of people who will one day serve on the Board of Directors.

Step nine: Article VII declares you to be a not-for-profit organization.

Step ten: Article VIII specifies what will be done with any assets remaining if your organization should decide to dissolve

Step eleven: Follow the example for Articles IX and X.

SUMMARY FOR THE ARTICLES OF INCORPORATION

Although it is not mandatory for your document to be examined by an attorney before you file, it is wise to do so. He can point out matters which are unique to your state. Your meeting with the attorney will also provide an opportunity to discuss bonding the officers of the Association.

THE BYLAWS

Every constitution contains two parts, the Articles of Incorporation and the Bylaws. It is the Bylaws which will be of major importance to your organization in the years ahead. Read the example provided carefully and discuss the points thoroughly before the Steering Committee adopts each section. In general, you can follow a similar procedure in drafting this document as that which has been outlined in the steps for writing your Articles of Incorporation. Special notes and alternative ideas for some of the articles of the Bylaws are mentioned in the paragraphs below.

Article II. Some associations have accorded voting power to Lutheran congregations of other synods. A few associations have accorded voting power to individual members, but usually this is not recommended.

Article IV and V. The procedures outlined in the example have been tested by time in many associations and found to be very adequate.

Article VIII. Following is a procedure which you may wish to use for your first election:

1. In nominating candidates for the various positions, the nominating committee shall make every effort to present a ballot with the widest possible range of congregations represented.

2. The nominating committee shall present a total slate of twenty-five candidates comprising five pastors, five teachers, and fifteen laypeople.

3. Each delegate shall vote for three pastors, three teachers, and nine laypeople.

4. The pastor, the teacher, and the three laypeople receiving the highest number of votes shall be declared elected for a three-year term; the next highest of each category shall be declared elected for a two-year term, and the next highest for a one-year term. Critical ties are to be broken by further balloting.

Article X. It is recommended that the term "pro rata" be used rather than specifying the exact nature of congregational financial support. The decision on how the congregations will support the school will be made during the Planning Phase and can be modified with greater ease if the details are not specified in the Bylaws but are handled by a policy of the Board of Directors.

THE FIRST DRAFT OF THE CONSTITUTION

It will be beneficial to ask key leaders within the congregations to read the first draft of the Constitution before the Articles of Incorporation are filed. Asking the District Educational Executive and parish school principals for their responses is also highly recommended. Now you are ready to write your final draft.

CONGREGATIONAL RATIFICATION OF THE CONSTITUTION

The Articles of Incorporation together with the Bylaws should be presented to each congregation for approval and/or adoption. This is done with the voters assembly and may take as long as six months to be completed. You may wish to ask the congregations for approval for your Constitution as a question separate from inviting them to officially join the Association. This procedure allows for a good relationship to be established with those congregations which may hesitate on joining at an early date.

A STATEMENT OF PHILOSOPHY AND GOALS FOR YOUR SCHOOL

You may wish to attach to your Bylaws an official statement of philosophy and goals for your school. Such a document should be written during the Planning Phase with the direct involvement of your Secondary School Consultant. An example is provided. An early writing of this document will be especially useful to the Enrollment Committee for its recruitment of parents and students. The Curriculum Committee will find it important also.

E X A M P L E

ARTICLES OF INCORPORATION

LUTHERAN HIGH SCHOOL ASSOCIATION OF

THE GREATER (NAME OF CITY) AREA, INCORPORATED

THESE ARTICLES OF INCORPORATION are exercised by the undersigned, a natural person more than twenty-one (21) years of age, for the purpose of organizing a (name of state) corporation under Chapter ___ of the (name of state) Statutes, known as "the nonstock corporation law".

ARTICLE I

NAME

The name of the corporation is:

LUTHERAN HIGH SCHOOL ASSOCIATION OF

THE GREATER (NAME OF CITY) AREA, INCORPORATED

ARTICLE II

PERIOD OF EXISTENCE

The period of existence of the corporation is perpetual.

ARTICLE III

PURPOSES

The purposes for which this corporation as organized are:

A. The purpose of such corporation shall be to promote Lutheran secondary education and to establish, conduct, control, manage, and maintain a Lutheran high school for that purpose in the State of _____.

B. To acquire by gift, option, lease, purchase, conveyance, devise, or in any lawful manner, real or personal property; with the full right to lease, sell, or otherwise dispose of the same; and,

C. To borrow money for the purposes of the corporation and to give security therefrom; and,

D. To have all powers of a corporation organized under Chapter ____ of the (name of state) Statutes, when no inconsistent provision is made by law or in these Articles of Incorporation as specified in Section _____ of the (name of state) Statutes, and, in general, do all things and perform all acts incident to or necessary or proper in carrying out the business and purposes of the corporation as aforesaid.

E. In addition to the foregoing, this corporation may engage in any lawful activity within the purposes for which corporations may be organized under Chapter _____ of the (name of state) Statutes.

ARTICLE IV

PRINCIPAL OFFICE AND REGISTERED AGENT

The principal office of the corporation is in the City of _____, (name of state), and the name and address of the corporation's registered agent is:

Name of chairman
Street
City, state, zip

ARTICLE V

MEMBERSHIP

The designation of the class or classes of members, and the qualifications, rights, and method of acceptance of members of each class, the manner in which members may be expelled from membership, and the limitations on or denial of voting rights of members or any class or classes of members, shall be set forth in the Bylaws of the corporation.

ARTICLE VI

DIRECTORS

The affairs of the corporation shall be managed by a Board of Directors and the number, qualifications, and classes (if any) of the Directors shall be fixed by the Bylaws of the corporation, but the number of Directors shall not be less than three (3), and the Directors shall be elected or appointed in the manner and for the term provided in such Bylaws. The Directors constituting the first Board of Directors and the addresses of each such Director are as follows:

(Name of chairman), Chairman
(Street)
(City, state, zip)

(Name of vice chairman), Vice-Chairman
(Street)
(City, state, zip)

(Name of secretary), Secretary
(Street)
(City, state, zip)

(Name of treasurer), Treasurer
(Street)
(City, state, zip

These directors shall hold office for such period as may be specified in the Bylaws.

ARTICLE VII

SHARES OF STOCK AND DIVIDENDS PROHIBITED

The corporation shall not have or issue shares of stock, and no dividend shall be paid and no part of the income of the corporation shall be distributed to or inure to the benefit of its members, Directors, or officers.

ARTICLE VIII

DISTRIBUTION OF ASSETS ON DISSOLUTION,

DISCONTINUANCE OR LIQUIDATION

In the event it becomes necessary or expedient for any reason whatsoever to dissolve the corporation or cease the business activities thereof, then all of the remaining assets, property, and income owned or held by the corporation shall be used exclusively for one or more of the exempt purposes described in Section 501 (c) of the Internal Revenue Code, or for charitable, scientific, literary, or educational purposes that qualify within the definition of the purposes for which this corporation was created.

ARTICLE IX

AMENDMENT

These Articles of Incorporation may be amended in the manner authorized by law at the time of the amendment. No amendment shall be adopted which changes this corporation from a charitable corporation to that of a corporation organized for the pecuniary profit of the members thereof.

ARTICLE X

INCORPORATOR

The name and address of the incorporators are as follows:

(name of chairman)
(street)
(city, state, zip)

(name of vice-chairman)
(street)
(city, state, zip)

(name of secretary)
(street)
(city, state, zip)

(name of treasurer)
(street)
(city, state, zip)

Executed in duplicate this ____ day of _____, 1976.

(signature of chairman)
(typed name of chairman)

(signature of vice-chairman)
(typed name of vice-chairman

(signature of secretary)
(typed name of secretary)

(signature of treasurer)
(typed name of treasurer)

(The sworn statement of witness of a licensed notary public is to be included here.)

E X A M P L E

BYLAWS

LUTHERAN HIGH SCHOOL ASSOCIATION OF

THE GREATER (NAME OF CITY) AREA, INCORPORATED

ARTICLE I

PURPOSE

The purpose of such corporation shall be to promote Lutheran secondary education and to establish, conduct, control, manage, and maintain a Lutheran high school for that purpose in the State of _____.

A complete statement of philosophy and goals is attached to these Bylaws.

ARTICLE II

MEMBERSHIP

Section 1 - Congregational Membership

Any _____ Synod Lutheran congregation desiring to affiliate with the Lutheran High School Association of the Greater (name of city) Area shall:

A. Adopt a resolution to that effect;
B. Select a representative in the manner prescribed by these Bylaws;
C. Make formal application to the secretary of the Association on the form authorized by the Board of Directors;
D. Contribute an annual sum as determined and published from time to time by the Board of Directors;
E. Involve itself in the recruitment of students;
F. Support the programs of the Association

Section 2 - Associate Membership (Optional)

Any Lutheran congregation not belonging to or affiliated with the Lutheran Church - _____ Synod desiring Associate Congregational membership shall:

A. Adopt a resolution to that effect;
B. Select a representative in the manner described by these Bylaws; Associate Congregational Representatives shall be accorded the full privileges of the floor in any meeting, but shall not be entitled to vote or hold office.
C. Make formal application to the secretary of the Association on the form authorized by the Board of Directors;
D. Contribute an annual sum as determined and published from time to time by the Board of Directors;
E. Involve itself in the recruitment of students;
F. Support the programs of the Association.

Section 3 - Individual Membership

Any eligible individual desiring individual membership in the Association shall:

A. Comply with the Articles of Incorporation;
B. Make formal application to the secretary of the Association as specified by the Board of Directors;
C. Contribute an annual sum to be determined and published from time to time by the Board of Directors;

D. Involve himself in the recruitment of students;
E. Individual members shall be accorded the full privileges of the floor in any meeting, but shall not be entitled to vote or hold office unless also chosen as congregational representatives.

ARTICLE III

ASSEMBLY OF CONGREGATIONAL DELEGATES

Section 1 - Delegates

Each congregation holding congregational membership in this Association shall annually select from its midst four delegates and as many alternates as it deems necessary who shall be accredited to the secretary of this Association. All delegates shall be communicant members in good standing of the local congregation. A congregation may choose to elect a pastor, a teacher, or a Director of Christian Education as member or members of its delegation.

Section 2 - Voting Franchise

At any meeting of the Association each accredited delegate present, or his alternate, shall be entitled to one vote.

Section 3 - Responsibilities of Delegates

Delegates shall be responsible for keeping their congregations informed about the activities and progress of the Association, serve as liason between the congregation and the Association, actively participate in the recruitment of students, and foster financial support for the Association. One delegate from each participating congregation shall be designated as chairperson of the respective delegation.

ARTICLE IV

BOARD OF DIRECTORS

Section 1 - Membership

The Board of Directors shall consist of fifteen persons, three of whom shall be pastors, three of whom shall be teachers of Lutheran elementary schools or who serve as Directors of Christian Education, and nine of whom shall be laypeople. Any member in good standing of a congregation holding congregational membership in this Association shall be eligible.

Section 2 - Term of Office

The Directors elected shall hold office for a term of three years and/or until their successors have been chosen. No Director shall be elected for more than two consecutive terms. Elections shall be held at the annual meeting.

Section 3 - Vacancies

Any vacancy occurring on the Board between elections shall be filled by an appointee of the Board. The individual so appointed shall hold office for the unexpired term.

Section 4 - Election of Officers

After each annual election the Board of Directors shall organize and elect from its midst the following officers: a chairman, a vice-chairman, a secretary, and a treasurer.

Section 5 - Powers

The Board of Directors shall be empowered:

A. To conduct, manage, and administer the affairs of the Association; to hold all monies and property, real, personal, and mixed, however acquired, and shall use, manage, and conduct the same under the direction and for the use and benefit of this organization; to accept or reject gifts, grants, bequests, legacies, and devises; at the direction of the Association to acquire, sell, transfer and convey, mortgage, and pledge all real and personal property for the Association; to provide proper bond for the officials who are charged with the handling of the funds of the Association; to provide for an annual audit of the financial records of the Association; to provide for the financial needs of the Association and administer its funds; to determine and publish a budget, tuition rates, and various membership fees annually or as changes are made; to appoint such additional officers and committees as may from time to time be deemed necessary;

B. To supervise the activities of the school; to determine and to ratify educational and academic policies of the school;

C. To report its actions at each regular meeting of the Association; to prepare the agenda for each meeting of the Association;

D. To call, employ, appoint, and/or dismiss instructors.

Section 6 - Meetings

Regular meetings of the Board of Directors shall be held monthly. The place, day, and hour of such meetings shall be established by the Board and should be announced to the Association.

Special meetings of the Board may be called by the chairman or upon the written request of five members of the Board. Notices of such special meetings shall be duly given by the secretary.

Unanimous consent without meeting: Any action required or permitted by the Articles of Incorporation or Bylaws or any provision of law to be taken by the Board of Directors at a meeting or by resolution may be taken without a meeting if they consent in writing, setting forth the action so taken, shall be signed by all of the directors then in office.

ARTICLE V

LIMITATION OF BOARD POWER

This Association limits and restricts the powers of the Board of Directors by reserving to itself the right to approve or disapprove the incurring of any extraordinary liability and expenditure.

ARTICLE VI

DUTIES OF OFFICERS

Section 1 - Chairman

The duties of the chairman shall be:

A. To preside at all meetings of the Board of Directors and at all meetings of the Association;
B. To serve at the direction of the Board in capacities that may be determined from time to time;
C. To sign and acknowledge all deeds and instruments for the transfer, conveyance, and assignment of the property belonging to said Association, and all instruments, contracts, and papers necessary or convenient in the transaction of the business and affairs of this Association;
D. To make a full and detailed annual report of the affairs of the Association.

Section 2 - Vice-chairman

The duties of the vice-chairman shall be to act in the capacity of the chairman in the latter's absence or disability.

Section 3 - Secretary

The duties of the secretary shall be:

A. To keep an accurate record of the minutes of all meetings of the Association and the Board of Directors;
B. To carry on such correspondence as directed by the Association and the Board;
C. To send proper notices of meetings;
D. To maintain the official roster of the congregations and individuals belonging to the Association, and to keep safely and systematically all papers, records, and documents belonging to the Association.

Section 4 - Treasurer

The treasurer shall be bonded. His duties shall be:

A. To manage the funds of the organization as directed by the Board of Directors;
B. To keep, or cause to be kept, an accurate record of all receipts and disbursements;
C. To make periodic reports to the Board of Directors and the Association;
D. To submit his records for annual audit.

Section 5 - Executive Committee

The above named officers shall serve as an executive committee between meetings of the Board of Directors at the direction of the Board.

ARTICLE VII

ASSOCIATION MEETINGS OF THE ASSEMBLY OF CONGREGATION DELEGATES

Section 1 - Regular Meetings

There shall be three meetings of this Association annually. These meetings shall be held on a determined and published date in the months of October, February, and May. The May meeting shall be designated as the annual meeting, at which time elections shall take place.

Section 2 - Special Meetings

Special meetings of the Association may be called by the Board of Directors or at the written request of five member congregations, as defined in Article II, Section I of the Bylaws of the Association. Delegates shall be notified of the special meeting and its purpose at least ten days prior to the date of the meeting.

ARTICLE VIII

NOMINATIONS AND ELECTIONS

Section 1 - Nominating Committee

The chairman shall announce at the February meeting what offices are to be filled at the next annual meetings, and shall, at the same time, appoint and instruct a nominating committee consisting of six members.

Section 2 - Slate of Candidates

It shall be the duty of the nominating committee to prepare a slate, designating for each office two candidates who have indicated their willingness to serve, and to present such slate to the delegates at the next annual meeting. Any delegate of the Association may propose additional candidates from the floor. The Association shall accept or reject all nominations by a majority vote of the delegates present.

Section 3 - Qualification of Nominees

Any person nominated for the office of Director shall be a communicant member in good standing in the congregation in which he holds membership.

Section 4 - Election

Elections of the members of the Board of Directors shall be by ballot distributed to accredited delegates or their alternates. A majority of all votes cast shall decide an election. After the first election of the Association, one pastor, one teacher, and three laypeople shall be elected annually.

ARTICLE IX

QUORUM

A majority of the total delegate body present at any regular or special meeting of the Association shall consitute a quorum. A majority of the membership of the Board of Directors shall constitute a quorum at any Board meeting.

ARTICLE X

FINANCIAL OBLIGATIONS

Every congregation holding membership in this Association shall be obligated for and contribute its pro rata share of the Association's annual budget requirements as established by the Association's delegate meeting, and, insofar as practicably possible, shall pay the same at the rate of at least one-twelfth thereof each and every month until fully paid. The method of raising such financial obligations shall be determined by the individual congregation.

If the member congregation finds it impossible because of unique circumstances to meet its financial obligation, the Board of Directors shall enter into negotiations with the congregation in order to arrive at a God-pleasing resolution of the difficulty, even to the extent of a temporary reduction of the assessment.

ARTICLE XI

THE ADMINISTRATOR

The administrator of the Association's high school shall be subject to the authority of the Board of Directors. He shall be required to attend all Board and Association meetings, and shall be an ex-officio member of all committees of the Board.

ARTICLE XII

CORPORATE SEAL

The corporate seal of the corporation shall have the following inscription: The Lutheran High School Association of the Greater (name of city) Area.

ARTICLE XIII

DISSOLUTION

Section 1 - Separation

In case of division or schism in the membership resulting in an actual separation, all property of the corporation shall be retained by that group which remains true to the aim as defined in Article III of the Articles of Incorporation and continues to hold membership in the Lutheran Church - _____ Synod.

Section 2 - Dissolution

If future exigencies should make the dissolution of the Association necessary, all property of the Association shall be sold at the direction of the Association, and the proceeds given to the (name of district) Church Extension Fund to be used and invested, surrendered only at such time at which another such effort for the establishment of a Lutheran High School would occur in _____ County.

ARTICLE XIV

AMENDMENTS

These Bylaws may be amended by a two-thirds majority vote of the delegates present (providing there is a quorum) and voting at any regular meeting of the Association, or at any special meeting called for that purpose, provided that a written copy of the proposed amendment has been mailed to the delegates 60 days prior to the meeting at which the proposed amendment is to be voted upon, and provided that at least half of the member congregations are represented when the vote upon the proposed amendment is taken.

EXAMPLE

LUTHERAN HIGH SCHOOL PHILOSOPHY

_____ Lutheran High School's philosophy of education is based upon the Holy Scriptures as the Word of God and centers in Jesus Christ to whom all Scriptures bear witness. The primary purpose is to provide the opportunity for students to find identity, meaning, purpose, and power for their life in Christ by growing in grace and in their knowledge of Him as their Lord and Savior (2 Peter 3:18). Faith in Christ finds fruitful expression in life; therefore, Christian education is designed to help the students live out that view of life in unselfish Christian service in their world.

_____ Lutheran High School provides a unique educational environment in which the fellowship of believers is encouraged by the Word in the yielding of their lives to Jesus Christ as Lord and Savior. The role of the student is to develop his God-given gifts and abilities so that he may be equipped for his "life of good works" which God has already prepared for him to do (Ephesians 2:10). The role of the faculty is to minister to the students. Such a ministry requires spiritually mature and academically qualified faculty members who are continually open to the Word of the Holy Spirit.

In this Lutheran setting we view all knowledge and learning as a potential channel for God's power and grace. The curriculum of _____ Lutheran High School is determined by the requirements of a complex and changing society, by the needs and aptitudes of the individual student and by the spirit and the substance of the Gospel of Christ. Students are given the opportunity to develop not only individual talents but also the skills and attitudes to make thoughtful Christian decisions and take positive Christian action as they live out their varying roles in society as the people of God.

EXAMPLE

LUTHERAN HIGH SCHOOL GOALS

_____ Lutheran High School will endeavor to maintain an educational environment so that each student through the Word and Spirit may know God and His seeking and forgiving love in Christ, respond in faith and love, and identify himself as a child of God, a member of Christ's Body, and as such:

1. appreciate and use the Means of Grace.
2. become an active, innovative participant in the programs of the parish.
3. witness to Christ by word and deed.
4. become a responsible citizen who is capable of independent thought.
5. be sincerely concerned about the social needs of others.
6. grow in self-understanding.
7. develop proper attitudes toward work and the willingness and ability to adjust as conditions change.
8. develop a satisfactory competence in the literary skills.
9. develop work habits and skills necessary for creative thinking.
10. develop physical skills necessary for performing creative and practical activities.
11. develop creative ability and aesthetic appreciation.
12. continue in the quest for knowledge and development of mental abilities.
13. continue a program of physical activity for the purpose of maintaining a fit body.
14. participate in worthwhile and God-pleasing leisure time activities.
15. relate responsibly to God's whole creation while living in the Christian hope.

PART TWO — JOB DESCRIPTION FOR HIGH SCHOOL ADMINISTRATION

One of the most exciting experiences for the Steering Committee is when it prepares to call the first administrator for its infant Lutheran High School Association. The calling of the first administrator is exciting because the plans for the future growth of the high school program will be placed in his hands. Therefore, considering the importance of the task, the Organization Planning Subcommittee should develop a carefully articulated job description prior to extending a call. The job description is your agreement with the person you select regarding the tasks he is to perform. Before you call and before a man accepts, you need to be certain of each other's expectations.

The document which follows is an excellent beginning point for your committee's work. As a job description it is specific in assignment and broad in scope. Discuss each point thoroughly, modifying each step to fit your particular needs.

You will notice that the document makes no reference to length of appointment, salary, fringe benefits, housing, or expense accounts. These elements are to be included under your policy statement for the administrator (see HC6 Part Three).

One more point before you begin. Some of the administrator's tasks which will demand a great amount of time during the first year or two may diminish later on. Recruitment and congregational contacts are two such items. At the same time, other tasks will demand more time as years pass, especially those of actual classroom and curriculum supervision. Two options, therefore, present themselves to your committee at this time. The first option would be to draw special attention to those items in your job description which you envision will change as time passes. The second option would be to divide the in-school tasks, such as curriculum and faculty, from the out-of-school tasks, such as recruitment and public relations. If this latter option is chosen, two job descriptions would be written, one for the principal and one for an executive director. Many high school associations have done this. Both persons may also be assigned teaching loads in the beginning years. Normally the executive director is assigned over-all responsibility.

SAMPLE JOB DESCRIPTION

A. Role and Function

The Administrator will be the executive officer of the Board of Directors. He will be the spiritual leader and educational administrator for the high school.

B. Leadership Characteristics

The following identify leadership qualities which will enhance the performance of assigned tasks:

The Administrator will:

1. Possess the ability to provide spiritual leadership to staff, students, Board, and members of the Lutheran high school family.

2. Be able to help the staff and Board relate Christian philosophy to the day-by-day practice and procedure.

3. Be able to organize existing resources and personnel to maintain and strengthen the quality of Christian education.

4. Be a communicator who possesses warmth and understanding as he deals with Board members, administrative colleagues, teachers, students, parents, pastors, and congregations.

5. Have an open outlook, be future-oriented, and innovative.

6. Possess a sympathetic attitude toward the views of other people.

7. Have executive administrative ability.

8. Have the ability to work as a team member.

C. Accountability

The Administrator is accountable to the Board of Directors. He will report monthly to the Board regarding all aspects of his responsibilities along with recommendations for Board action and policy or procedure changes. The Administrator has ultimate responsibility and authority in the high school under the Board and the policies established by the Board. His relationship with all personnel will be characterized by loyalty and cooperation in a common purpose and ministry for Christ. The Administrator and the Board will work together cooperatively as Christian brethren, serving their Lord and Savior, Jesus Christ.

D. Responsibilities

1. As Spiritual Leader:

   a. He will, in the name of the Lord Jesus Christ, minister and provide for ministry to students, teachers, parents, alumni, and all who participate in the Lutheran high school family.

   b. He will encourage the spirit of ministry among all those who serve the high school.

   c. He will maintain close contact with congregations to the end that they might experience joy in their membership, be faithful in their support, and give encouragement to their young men and women to attend the high school.

   d. He will supervise a program of communication and public relations that witnesses to Jesus Christ, enunciates the Lutheran distinctiveness of Christian secondary education, and commends excellence in education.

2. As Educational Leader:

   a. He will design and supervise a student recruitment program within the congregations and the community at large.

   b. He will supervise the teachers giving counsel, encouragement, support, understanding, and commendation.

   c. He will be responsible for providing educational and school-related programs designed to serve the educational, social, and spiritual needs of students.

   d. He will execute personnel policies and procedures as regards the contracting and calling of teachers and other staff members.

   e. He will be responsible for maintaining relationships with appropriate synodical and District leaders and officers, state and city school officials, and other public offices.

   f. He will be responsible for an ongoing assessment of school programs, activities, policies, and procedures providing subsequent reports, proposed modifications, and recommendations for improvement.

3. As Executive Officer of the Board of Directors:

   a. He will serve as executive officer of the Board of Directors and work in close cooperation with its chairman and its committees.

   b. He will administer the policies of the Board and will recommend changes or modifications as needed. He will maintain a policy and procedure manual.

   c. He will attend all Board meetings, meetings of Board committees, and prepare reports for each when required. He may bring staff or faculty members to meetings for special reports. He will prepare the agenda of Board meetings in consultation with the Board chairman.

   d. He will keep the Board informed about all phases of the school, pointing to current needs and problems, assisting in developing new or modified policies for continuing improvement of the total program.

   e. He will attend all delegate meetings. He will prepare the agenda for the delegate meeting in consultation with the chairman. He will report to each delegate meeting.

   f. He will be responsible for maintaining an ongoing historical summary and file of the school.

   g. He will be responsible for staff, students, and programs of the high school.

   h. He will be responsible for the administration of personnel policies and procedures in accord with Board policy and resolution.

   i. He will be responsible for the execution of the business affairs of the school.

   j. He will execute Board policies regarding financial administration. To that end he will be responsible for the accounting and bookkeeping of all school funds, preparation of annual audits, and preparation of budget planning information and recommendations.

   k. He will be responsible for the school's development and fund-raising programs, as directed by Board policy and resolution.

   l. He will be responsible for the care and maintenance of properties in accord with Board policy regarding building use, insurance coverage, and public building codes.

PART THREE — GUIDELINES FOR SETTING INITIAL POLICY

INTRODUCTION

The Holy Scriptures form the foundation upon which your Lutheran High School Association will be established and maintained. In order that the Association may have specific guidelines for the management of affairs, it is incumbent upon the Steering Committee to develop a policy book consistent with God's Word. Policy is defined as a definite course or method of action to guide present and future decisions.

The paragraphs which follow are examples of Board policies. The first and most significant policy is the statement of management principles. These principles give form and substance to all of the other specific policies. Your committee will want to review each policy carefully, modifying the wording to satisfy your unique circumstances. Following your study, it is recommended that the Steering Committee adopt these statements with the understanding that subsequent review and official adoption will occur once the Board of Directors has been established.

BOARD ADMINISTRATION POLICIES

MANAGEMENT PRINCIPLES

1. Christian ministry is the objective of the Association and its school. This principle shapes and directs all subsequent principles.
2. The Association and its school will be distinctively Christian from the Lutheran perspective based on God's Word and the Lutheran Confessions.
3. The Association seeks to embrace in membership all area _____ Synod congregations and others in fellowship.
4. The Lutheran high school program shares the Christian ministry of family, congregation, and pastor. The Home-Church-School circle will be maintained.
5. Teachers will possess commitment to ministry and high academic capability.
6. We stand for quality education which leads the student to assess his talent, develop his potential, and set goals of Christian vocation.
7. We seek students who by attitude and conduct display willingness to be part of the Christian school family.
8. The cocurricular program will provide planned opportunity for practice in the Christian life-style.
9. We view ourselves to be an integral part of the American education scene, a contributing partner in public, private, church related, and, particularly, Lutheran education on all levels.
10. We appreciate the greater civic community and pledge ourselves to responsible citizenship and service.
11. The Association and its schools will comply with Federal, State, and local law.
12. Faithful adherence to policy will enhance ministry among all members of the Lutheran high school family.
13. Mutual accountability governs all relationships.
14. Christian stewardship dictates optimum use of resources.
15. Long-range planning reviewed annually by the Board will guide the development of all phases of the program.
16. Well-being of staff will be a primary consideration in budget and long-range planning.
17. Budgets will be balanced.
18. Determination of the student-teacher ratio will be an initial step in the budget planning process.
19. Tuition will be determined by formula based on per-pupil cost.
20. Records will provide audit trails for all business procedures.
21. Providing Christian ministry to young people requires an ongoing search for people to identify with and support this program.
22. Campuses will reflect pride of ownership.
23. We are sensitive to our self-image and public witness.

CRITERIA FOR BOARD MEMBERSHIP

A Board member should possess:

1. Voting membership in an Association congregation.
2. Experience and demonstrated leadership in congregational life.
3. Vibrant interest in, understanding of, and commitment to Christian education.
4. A regular attendance record at Board meetings.
5. Diversified competencies to enable the Board to deal with its multiple concerns and responsibilities.
6. In addition, it is desirable for the Board to have representation from as many congregations and geographic areas as possible.
7. An age-range span among members.
8. A diversity of perspectives (alumni, parents, non-parents, former parents, individuals representing various income ranges).

THE LAYMAN: Variety of competencies in skills dealing with matters such as property maintenance, business management, and professional and educational skills, in addition to love and devotion to Christian education.

THE PASTOR: Theological competence and insight, particularly as it relates to Christian education.

THE TEACHER: Lutheran elementary school teachers with knowledge of current educational policies and practices, as they relate to Christian education.

DISTRICT/BOARD RELATIONSHIP

The Board of Directors of _____ Lutheran High School expresses its desire to cooperate with the Department of Education of the _____ District to the fullest extent possible.

GUEST PASSES

Season guest passes shall be distributed annually to staff members, Board members, _____ _____ Synod pastors, Lutheran elementary principals, Directors of Christian education, or other full-time youth workers; also to elementary teachers upon request of the principal. Guest passes for individual events shall be issued upon request particularly when related to a public relations or recruitment event.

EQUAL OPPORTUNITY

Periodic evaluation of Association policies and practices in relation to equal opportunity shall be made.

_____ Lutheran High School Assocation believes that educational opportunities and programs should be open to boys and girls on an equal basis, and that employment opportunities should be available to men and women equally. This is also prescribed by Title IX of the Education Amendments of 1972. We, therefore, do not discriminate on the basis of sex in administering our educational policies, programs, activities, and employment practices.

Inquiries about the nondiscrimination policies of the _____ Lutheran High School may be referred to the Principal.

EDUCATION POLICIES: CURRICULUM

CURRICULUM/COURSE DOCUMENTS

Whereas the Board is charged with the responsibility of supervising the curriculum of its school, be it resolved that the Administrator be instructed to have on file documents of every course taught by each instructor; that the Administrator annually summarize and evaluate the curriculum based on the course documents.

MEDIA SELECTION POLICY OF THE LUTHERAN HIGH SCHOOL ASSOCIATION

The libraries and media centers of our Lutheran high school exist to support the educational programs of our schools to the end that through the use of the library and media center a student will come to a deeper appreciation of the philosophy of our schools and grow in the knowledge of God and the forgiving love of Christ.

Materials considered for purchase are judged on the basis of

1. needs of the school;
2. suitability of material;
3. quality of material.

Gifts to the library and media center will be judged according to the above criteria, and the Lutheran High School Association reserves the right to use or not use gift materials in accordance with these stated principles. Materials deemed to be obsolete will be discarded.

In accordance with the desire of the Lutheran High School Association to have pastors, congregational members, parents, students, and teachers all participate in its ministry, invitation is extended to the community to visit and enjoy our library and media center. Should question arise as to the suitability or quality of library or media center materials, contact should be made with the high school principal. Final decision regarding the suitability and quality of materials rests with the Superintendent and the Board of Directors of the Lutheran High School Association.

SCHOOL CALENDAR

It is the responsibility of the Board of Directors to establish annually the school calendar. The following guidelines shall be employed:

1. Time for summer school and vacation for staff;
2. Time for staff pre-service orientation sessions prior to school opening;
3. Compatibility with public school calendars;
4. Compliance with state laws;
5. Allowance for reasonable vacation periods during the school year;
6. Evaluation of national trends in school scheduling.

EDUCATION POLICIES: STUDENTS

ATTENDANCE

1. Regular attendance is viewed to be essential for the earning of credit at the high school level.

2. Course credit will be forfeited on:

   a. The seventeenth (17th) emergency absence in a semester course;
   b. The fourth (4th) personal absence per semester;
   c. A combination of personal and emergency absences totaling nine (9) per quarter or seventeen (17) per semester.

3. *Emergency* absences are those which occur because of illness, family emergencies, family vacations required by an employer, special family events, and doctor appointments.

   NOTE: Where extended absence is required for emergency reasons, the school may waive the regulation on the forfeiture of credit following a parent-school conference.

4. *Personal* absences are those taken for reasons such as college campus visits, hunting trips, ball games, skip days, driving tests, job hunting, and the like.

5. The home will be alerted to the number of absences following the second (2nd) personal absence, the seventh (7th) emergency absence in a quarter course, and the fifteenth (15th) emergency absence in a semester course.

6. All absences must be accounted for by the home in writing.

7. All truancies are channeled through regular school disciplinary procedures.

CONFIDENTIALITY OF STUDENT RECORDS

In compliance with the Federal Family Right and Educational Privacy Act and State Statues Section _____, be it resolved that:

1. All records maintained by the school for the pupil shall be confidential.
2. Progress Reports, which contain only objective pupil data (transcript), shall be kept permanently.
3. Behavioral Records, which include psychological tests, personality evaluations, and anecdotal records, shall be maintained one year following graduation and thereafter destroyed.
4. The responsibility for the maintenance of school records is vested in the principal. He shall report his compliance to the Superintendent annually in June.
5. Parents of minor students or adult students shall have the right to inspect their records. Any parent or adult student desiring to inspect their records shall address a request to the principal in writing.
6. The procedure for challenging records shall be:

   a. Written notice shall be submitted to the Principal requesting a hearing.
   b. If satisfaction is not achieved, a statement of challenge shall be addressed to the Superintendent who will give hearing and/or arrange for a hearing with the Board of Directors.

7. Notification of this policy shall be printed annually in the Student Handbook.
8. Forms will be required for releasing and transferring student records.
9. Points one and two above shall be published annually in the public newspapers.

ENROLLMENT

The Lutheran High School Association is dedicated to the purpose of offering an educational setting for students holding membership in one of the Association churches. It further seeks to educate students from _____ Synod congregations not presently members of the Association, students from Lutheran congregations of other synods that are in agreement with our educational setting, and finally to others that are in harmony with our school's goals and objectives.

The Lutheran High School Association admits students of any race, color, and national and ethnic origin to all the rights, privileges, programs, and activities generally accorded or made available to students at the school. It does not discriminate on the basis of race, color, and national and ethnic origin in administration of its educational policies, admissions policies, scholarship and loan programs, and athletic and other school administered programs.

DEALING WITH STUDENTS WHO VIOLATE RULES OF CHRISTIAN CONDUCT

Lutheran high schools are Christian education settings in which God seeks to accomplish His good and gracious will for students. Students, as children of God, are both sinners and saints simultaneously. Therefore, Lutheran high schools endeavor regularly to lead all students to recognize themselves as sinners, to repent, and to accept and trust Jesus Christ as their Savior. Living in the assurance of God's love, mercy, and forgiveness, students are encouraged by the power and leading of the Spirit to live Christian lives in accord with God's will for them.

When a student conspicuously or consistently violates a rule(s) of Christian conduct, administrators and staff must deal with and minister to such a student with the goal of leading that student to a recognition of his behavior as sin against God, to repentance, to acceptance of God's forgiving love in Jesus Christ, and to give a demonstration of intent to live a Christian life with the help of God. If appropriate, the administration and staff will utilize the resources of the student's pastor, his parents, and other resources and agencies that may help achieve the goal of ministry for him. Within the context of ministry, it may be appropriate that a student be deprived of school privileges, including suspension, so that the student and the entire student body recognize the seriousness of sin against God, and value the Christian setting in which God seeks to accomplish His good and gracious will for students.

In the event a student apparently refuses to accept the ministry offered him and willfully or consistently demonstrates his unwillingness to live a Christian life, the student, by virtue of his own attitude and action, disqualifies himself for continued enrollment. Should enrollment be discontinued, the school administrators and staff shall continue to seek opportunities for continued ministry, or to provide for same. When, as a result of continued ministry, a student demonstrates and expresses his desire to return to the Christian education setting so that God may accomplish His good will for the student, the school administrators should seek to provide for his re-enrollment.

The above policy is in harmony with the distinctive character and purpose of our Lutheran high school and aids in clarifying that policy.

PAYMENT OF TUITION AND SCHOOL FEES

The tuition rate and other fees are set annually by the Board of Directors of the Lutheran High School Association. The parents and/or guardian of these students are notified of these charges both by letter and through the annual publication of the Student Handbook.

All payments for tuition and other necessary and normal charges are to be paid in accordance with one of the schedules offered by the Lutheran High School Association currently selected by parents and/or guardians. Unless all payments are current, no transcripts of credit will be issued.

A student's credits for the present school year and/or his diploma will be withheld until all financial commitments (tuition, fees, other assessments) have been satisfied. A student may not enter the next year's class if the tuition from the previous year has not been satisfied.

Viewing the relationship of Christian people within the school family, the Board of Directors has authorized the Superintendent to approve special payment schedules for students (parents

and or guardians) who experience adverse financial circumstances, but demonstrate a desire and ability to pay fully their obligation to the Association.

Documents to Implement the policy.

1. The following statement is to be signed by parent(s) or guardian(s) upon enrollment of each child:

   I/WE the undersigned parent(s)/guardian(s), for and in consideration of the Lutheran High School Association accepting my son/daughter/ward _____ as a student in its high school, agree to make all payments for tuition and other necessary and normal charges in accordance with schedules for payment provided by the Association and selected by me/us. I/WE agree and understand that unless all payments are current, no transcripts regarding our son/daughter/ward will be issued at any time.

   _____
   Parent(s)/guardian(s)

2. The following statement is to be signed by parent(s) or guardian(s) whose child/ward becomes 18 while enrolled in school:

   Because our son/daughter/ward will become 18 years of age during the school year 19__ to 19__ and will become an adult under _____ law, we agree that not withstanding this fact we will continue to be responsible for any and all tuition and other normal expenses for the continued education of our son/daughter/ward.

   _____
   Parent(s)/guardian(s)

3. The following is to be signed by the senior student himself as he enrolls for the senior year.

   I, _____, a student of the Lutheran High School Association who will become 18 during the school year 19__ to 19__ by this statement express my intent to continue as a student of the Lutheran High School Association for the entire school year herein referred to and express my intent to finish the entire school year. It is my further intention to sign a statement on my 18th birthday by which I will agree to continue to be bound by the rules of the Lutheran High School Association as they apply to all students and to abide by all policies, rules, and regulations of the high school which I attend. I have read the above agreement signed by my parent(s) or guardian(s) and understand it and by this statement voluntarily express my intent to continue as a student of the Lutheran High School Association until the end of the current year.

   Birthdate_____ _____

4. The following statement is to be signed by the student on his 18th birthday:

   I, _____, a student of the Lutheran High School Association who has arrived at the age of 18 on _____, 19__, for and in consideration of being permitted to continue my high school education in a high school of the Lutheran High School Association agree as follows:

   a. That I will continue as a student until the end of the current school year;

   b. That I will be bound by all policies, rules, and regulations of the Lutheran High School Association and the high school which I attend and will cooperate with the school administration and authorities and my parent(s) or guardian(s) in concluding my work in the current school year;

   c. That I will not attempt to exercise any adult prerogative in my relationship with my teachers, school administration personnel, my fellow students, or my parent(s) or guardian(s) as these prerogatives relate to my high

school education.

Dated at _____, _____, this _____ day of _____, 19 __.

_____

TRANSPORTATION

The statements which follow offer three optional policy positions for your Association to consider:

1. The Board of the Lutheran High School Association cannot assume responsibility for the transportation of Lutheran high school students. Such responsibility for transportation of students must rest with individual parents with the understanding that the school will be of whatever assistance is possible within the perimeter of this policy.
2. The Board of the Lutheran High School Association hereby assumes responsibility for the coordination of the Lutheran High School Transportation program. To that end, it is understood that the Lutheran high school administrator will:

   a. assist in the organization of car pools;
   b. publish bus routes annually;
   c. cooperate where possible with community projects; designed to enhance school transportation programs.

3. The Board of the Lutheran High School Association assumes responsibility for the Lutheran High School Student Transportation program. To that end it will be the policy of the Association to own, maintain, and operate school buses.

   The school administrator is responsible for annually initiating procedures whereby an adequate insurance program will be in effect.

   The Student Transportation program will be reviewed annually.

EDUCATION POLICIES: STAFF

POLICY FOR THE POSITION OF LUTHERAN HIGH SCHOOL ADMINISTRATOR

The salary (salary range) of the Lutheran high school administrator will be determined annually by the Board. The Board accepts the responsibility of providing a salary commensurate with the position and in keeping with the Board and the Lutheran congregations' expectations of their high school administrator.

The Board of the Lutheran High School Association does (does not) assume the responsibility for the provision of a house for the high school administrator. The housing allowance will be stipulated annually in accord with current Internal Revenue Service rulings and synodical practice.

The Board of the Lutheran High School Association assumes (does not assume) responsibility for all moving expenses incurred in bringing an administrator on to the scene.

The length of the administrator's initial contract shall be _____ years. The Board of the Lutheran High School Association, acting as agent for the Association congregations, calls its administrator under the guidance of the Holy Spirit, and with the hope that the relationship between the Board and the administrator will be God pleasing. It is the intention of the Board to continue to employ the administrator in that position until such time as it is mutually deemed appropriate to modify the assignment. Specific elements of the administrator's tasks are spelled out in the administrator's job description.

It is the intent of the Board that the administrator take four weeks annual vacation at a time mutually acceptable to both parties.

The Board of the Lutheran High School Association assumes (does not assume) responsibility for complete financial support for the benefit program of the Synod for the administrator.

Other benefits provided to the administrator include:

1. Monthly automobile travel expenses.
2. Other expenses directly related to the conduct of his office.

CONGREGATIONAL MEMBERSHIP OF TEACHERS AND ADMINISTRATORS

Lutheran secondary education is a Christian ministry to God's young people. This ministry is carried out from a distinctively Lutheran perspective on behalf of those congregations who are members of the Association and support its ministry.

In harmony with the above statement, the following criteria govern congregation membership of teachers and administrators who carry out this ministry for the Lutheran High School Association:

Normally only a teacher or administrator who holds active membership in a _____ Synod congregation shall be engaged or retained on the roster of the Association.

A teacher, who is not a member of the _____ Synod, may be engaged initially when no other equally qualified _____ Synod member is available for an unfilled position. In fairness to that person he(she) shall be notified at the time of initial employment that the Association will continue to seek a qualified _____ Synod member for that position. He(she) will be encouraged to study and accept the teachings of the _____ Synod in the hope he(she) will become a member and fit the criteria established by this policy.

All actions in regard to this policy shall be conducted in an evangelical and pastoral manner.

WELFARE AND RETIREMENT PROGRAM

All full-time members of the Lutheran High School Association are covered by the _____ Welfare Plan, a program of medical and disability insurance. Details of the program are distributed to each worker. Specific questions regarding coverage should be directed to the business office.

All full-time Assocation employees are enrolled in the _____ Retirement Plan. Ten percent of each salary is placed on account by the Association. (This is not deducted from the salary but is an additional benefit paid.)

For *male called teachers*, option to elect Social Security coverage under Self-Employment Tax is open and must be handled in the first year of teaching after graduation.

EXEMPT ALLOWANCES

The current established housing/rental allowances for "Ministers of Religion" are $5,000 or 35% of normal annual compensation, whichever is greater. This amended resolution shall be effective January 1, __, and applies to compensation received during the calendar year _____, and thereafter, until the Lutheran High School Association shall officially record in its minutes a change in the amount of compensation to be designated as "exempt" allowance under Internal Revenue Service regulations.

Normal annual compensation as used above shall not include offset F.I.C.A. paid to a worker toward his Self-Employment Tax, or other compensation received in addition to his basic annual compensation, which is anticipated in regular installments during the year by the worker, or upon completion of assigned activity(s).

STAFF ASSIGNMENTS AND SERVICE

Board members, staff members, and administrators confess Christ as Lord of their lives. It is Christ who gives us His mission, makes us partners in it, and empowers us in His service.

Personal integrity, job satisfaction, and job performance are basic elements for staff members and the Association.

The Board's intent when engaging a staff person is to achieve the basic elements stated above and to provide continuous employment. Periodic evaluation is profitable and necessary to

assure a maximum level of these three elements.

Periodic evaluation requires a clear job description for each staff person and a single primary reporting relationship for each staff person. (Board members do not exercise responsibility for maintaining reporting relationships with staff members even when staff members request it).

Reassignment of a staff position may be desirable following periodic evaluation in order to maintain maximum job satisfaction and performance.

If a staff member's services cannot be utilized because of inadequate satisfaction or performance, or because the need for his services no longer exists, or lack of funds makes it impossible to provide that specific service, the Board will seek to assist in securing another position for that staff person and offer financial support for a reasonable time.

The Board must be supportive of its staff at all times. This is possible when there exists a mutual understanding that all have shortcomings, are capable of improvement and growth, and are open to the understanding of differing views. It is a staff member's lack of such mutual understandings that may cause the Board to consider or question his future employment.

EDUCATION POLICIES: AUXILIARIES

AUXILIARY GROUP PARTICIPATION

Preface.

The services and support auxiliaries render to Christian education in general and to our high school in particular add significantly to our combined ministry to young people. The nature of auxiliary groups as assisting and supporting agencies to our regular high school program offers an excellent opportunity for parents and other dedicated adults to develop and continue a relationship with the high schools whereby, in communion and fellowship with other believers, they may become an integral part of a God-pleasing effort. We praise God for people who are willing to serve, and we offer continual thanks for the blessings which are the fruits of their labors of love.

Goals for Auxiliary Groups:

1. To foster and promote a positive image of Christian secondary education and responsible ministry.
2. To provide an opportunity for the school to discuss matters of mutual benefit and growth.
3. To provide fellowship, communication, and enrichment for its members.
4. To support the total educational programs of _____ Lutheran High School through service and projects that augment the existing goals of the Lutheran High School Association.
5. To promote the general welfare and best interests of a specific group or activity within the high school while maintaining careful responsibility to the total school program. This calls for a special awareness on the part of each group not to assume responsibilities which are assigned to the Board, school administrators, or staff.

Procedure for the Planning and Coordination of Yearly Programs.

1. The school is responsible for providing the individual auxiliary groups with its yearly calendar, theme of ministry, and special needs.
2. Auxiliary group plans are to be coordinated with the total school effort.

Guidelines for Fund Raising Projects Sponsored by Auxiliary Groups.

1. The nature of the fund raising project must reflect the goals of Christian education and be coordinated with the Association's funding and budget design.
2. Projects are to be included in the proposed yearly program of the auxiliary groups.
3. The goal of each fund raising project should reflect responsible consideration of the total school program and is to be selected with the mutual efforts of the group and the administration.
4. Each public and private effort of the auxiliary groups should reflect the unique Christian character of our school.

Guidelines for the Use of Equipment and Facilities.

Inasmuch as auxiliary groups are viewed as part of the school family, the school facility and equipment should, whenever possible, be available for use by groups of the school family.

The following should be observed:

1. Student activity during school time must have priority.
2. In order to serve the needs of the auxiliary groups, school administrators need to know in advance the need and plan of the auxiliary group.
3. The responsibility for the facility with respect to maintenance, inventory, and liability is that of the Board and administration. For that reason, whenever school facilities are used it is imperative that school/staff persons be assigned responsibility for the above in each event.

BUSINESS AND FINANCIAL POLICIES

AUDIT

An annual audit shall be conducted. The audit shall be completed and submitted to the Board by the 30th of _____. The 30th of _____ following the end of each fiscal year shall be the deadline for submitting the annual audit report to the Board of Directors of the Association.

STRATEGY OF FINANCE FOR FISCAL RESPONSIBILITY

Some Principles or Presuppositions:

1. Budgets will be balanced. Proposed expenditures in excess of anticipated income will be removed from the budget and may be placed on an approved non-budget priority list. All income received in excess of budgeted income requires formal allocation before expenditure.
2. Budgeted expenditures will be confined not only to budgeted income but also to actual income. This will require careful budget planning on an annual basis and careful long-term budget projections as well as careful periodic budget analysis and a well-planned system of budget controls. Steps have already been taken in this direction. A suggested budget planning schedule for a July 1 to June 30 fiscal year which follows should be expanded:

September 1	- Quota sheets mailed to congregations.
October 15	- Quota sheets received from congregations.
October 15	- In-house budget planning begins.
November 1	- Announce quotas.
December 31	- Special requests received from congregations.
January 31	- All quotas set.
Feb. Delegate Assembly	- Work program presented.
April Board Meeting	- Proposed budget finalized.
May Delegate Assembly	- Budget approved.

3. Debt service will be current.
4. Budgeted expenditures will include all expenditures, including debt repayment and interest.
5. Tuition and other fees will be related mathematically to approved budget expenditures.
6. Tuition fees will be reduced for Association students by debt drive and maintenance contributions from Association membership.
7. Ideally, a minimum of 40% of budget should be derived from Association congregations' maintenance support.
8. Third source receipts will be designated for special projects, debt service, student scholarships and grants-in-aid, capital expansion, tuition reductions across-the-board, etc.; all of which will be aimed at reducing the tuition-fees burden.
9. Student scholarships and grants-in-aid would be limited by the amount of funds actually gathered and designated for that purpose.
10. Grants-in-aid (from an actual fund) will be given toward tuition differences for 2nd and 3rd Association students in the same family and toward tuition differences for staff family students.
11. Long-range budget projectsions will be prepared annually and serve as the basis for many facets of planning: enrollment and recruitment of students, curriculum and staff recruitment, tuition schedules, development needs, etc.

Instructions for Ordering Resources for

PLANNING FOR LUTHERAN HIGH SCHOOLS

Order materials from either of the following Synodical Education Offices:

Board of Parish Education
The Wisconsin Evangelical Lutheran Synod
3614 West North Avenue
Milwaukee, WI 53208

Board of Parish Education
The Lutheran Church-Missouri Synod
3558 So. Jefferson Avenue
St. Louis, MO 63118

Prices are as quoted plus postage. Make checks payable to: Board of Parish Education. Several documents refer to helpful supplementary materials which were not designed specifically for this project. They are not listed below but may also be ordered from the respective synodical office.

H01 GUIDELINES FOR GETTING STARTED 75

The seven beginning steps of the Exploration Phase (I) with resources.

H02 PLANNING CHART 25

Master outline of basic committee activities and materials for all six Phases.

H03 STEERING COMMITTEE HANDBOOK 75

Guidelines for the Survey Phase (II) and the Planning Phase (III).

H04 BOARD OF DIRECTORS HANDBOOK 50

Guidelines for the Implementation Phase (IV) and the Operating Phases (V, VI).

H05 "THANKS, WE NEED THAT" - SLIDE/SOUND PRESENTATION $35.00

18 minute visual/oral two slide projectors/cassette player presentation of the values of Lutheran secondary education: 210 color slides, cassette recording, printed script, discussion suggestions, and options for adding local slides and accompanying script.

H06 RESOURCES FOR ORGANIZATION PLANNING 75

Constitution, bylaws, administrator's job description, and policy guidelines

H07 "THANKS, WE NEEDED THAT" - BROCHURES . . . . . $1.50 per 100

Series of 3 promotional brochures for mailings, bulletin inserts, and meetings.

H07A "Young People Say - Thanks, We Needed That"

H07B "Parents Say - Thanks, We Needed That"

H07C "The Community Says - Thanks, We Needed That"

H08 RESOURCES FOR ENROLLMENT PLANNING 75

Strategies for recruitment, enrollment projections, and transportation.

H09 RESOURCES FOR FINANCIAL PLANNING 75

Funding the feasibility study phases, the first year, and continuing years.

H10 MAINTAINING FISCAL RESPONSIBILITY $1.25

Suggestions and forms for accounting, budgeting, and five-year projections.

H11 RESOURCES FOR SITE AND FACILITY SELECTION 50

H12 RESOURCES FOR INSTRUCTION PLANNING 50

Curriculum development, staffing, and compensation guidelines.

The most effective agencies available to the Church for equipping God's people for ministry are the Lutheran elementary and secondary schools.